

# **PERFORMANCE WORK STATEMENT**

**A procurement by the  
U.S. General Services Administration  
Region 5 Contracting Division**

**on behalf of**

## **CLIENT AGENCY:**

**Air Force Sustainment Center/Logistics Directorate  
(AFSC/LG)**

## **CLIENT PROGRAM:**

**AFSC/LG**

## **PROJECT TITLE:**

**Organic Industrial Base Depot Maintenance Analytical,  
Technical and Operational Support Advisory and  
Assistance Services (A&AS)**

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# **1 INTRODUCTION**

## **1.1 Organization**

AFSC/LG provides the planning and policy for resources needed to support the Organic Industrial Base (OIB). The OIB has significant Congressional, DoD, Air Staff, and Major Command (MAJCOM) interest and appropriate management and oversight is essential to provide rapid and complete responses to short notice complex taskings, normally requiring research, analysis and meticulous attention to detail.

AFSC/LG also provides peacetime workload and requirement planning for sustainment, functional management of many existing information systems, infrastructure management and investments, environmental management, production planning and scheduling, and material support.

## **1.2 Objective**

To support AFSC/LG's maintenance requirements by ensuring that all service summary objectives are satisfied.

## **1.3 Scope**

The Contractor shall provide analytical, technical, and operational support Advisory and Assistance Services (A&AS) to the Air Force Sustainment Center Logistics Directorate (AFSC/LG), located on Wright-Patterson Air Force Base (WPAFB), OH, in support of the Organic Industrial Base management.

## **1.4 Background**

AFSC accomplishes its mission of sustaining weapon system readiness by synchronizing a diverse set of Air Force capabilities. This includes the depot capability provided by the Air Force's three Air Logistic Complexes at Oklahoma City, Ogden, and Warner Robins. The Center Logistics staff provides the necessary technical expertise to integrate these diverse capabilities to achieve the Center objectives.

## **1.5 Applicable Documents**

The documents (i.e., certifications, specifications, standards, policies, and procedures), versions current at time of contract/order award, identified in the list below are incorporated with the same force and effect as if provided in full text. Succeeding revisions may be substituted or incorporated as required with full notice and disclosure to the contractor. The Government will provide access to available documents and technical information as required and upon contractor request, if not available via a hyperlink within this PWS.

- AFI 64-106, AF Industrial Labor Relations Activities
- AFI 17-130, Cyber Security Program Management, Chapter Four(4), Attachment Two (2), and Annex One (1) in its entirety
- DoD 4151.18-H, Depot Capacity and Utilization Measurement Handbook Training
- DoD 5500.7-R, Joint Ethics Regulations (JER)
- Telework Enhancement Act of 2010
- US Code Title 10, Section 2476
- 29 Code of Federal Regulations (CFR) 1910: Occupational safety Health Act (OSHA) Standards for General Industry
- AFI 91-203, Air Force Consolidated Occupational Safety Instruction
- AFI 91-204, Safety Investigation and Reports
- AFI 91-207, The United States Air Force (USAF) Traffic Safety Program
- Public Law 91-596, Occupational Safety Health Act (OSHA)
- DoD 5200-R, Personnel Security Program
- AFI 17-130, Cyber Security Program Management, Chapter Four(4), Attachment Two (2), and Annex One (1)
- AFMAN 33-213, Airfield Management
- DoD Directive 5525.4, Enforcement of State Traffic Laws on DoD Installations
- DODI 6055.4, DoD Traffic Safety Program
- AFMAN 33-152
- AFMAN 17-1301, paragraph 4.2 requirements

## **2 REQUIREMENTS AND TASKS**

### **2.1 General Performance Requirements**

#### **2.1.1 Resources**

Unless otherwise stipulated, the Contractor shall furnish or provide all personnel, personnel management and supervision, all related internal supporting business functions (including background and “overhead” personnel), materials, supplies, equipment, and facilities to perform the full range of services required by this PWS.

#### **2.1.2 General Communication**

Regular and direct contractor interface with the Contracting Officer (CO); the Contracting Officer’s Representative (COR), and other identified Government representatives is mandatory. The Contractor shall not contact nor take direction from unauthorized Government representatives under any circumstances.

#### **2.1.3 Identification**

All Contractor personnel shall be required to wear Government-approved or provided picture identification badges so as to distinguish themselves from Government employees when working at the Government site. Additionally, the Contractor shall comply with all visitor identification requirements when visiting the Government site. When conversing with Government personnel during business meetings, over the telephone or via electronic mail, Contractor personnel shall identify themselves as such to avoid situations arising where sensitive topics might be better discussed solely between Government employees. Contractors shall identify themselves on any attendance sheet or any coordination documents they may review. Electronic mail signature blocks shall identify their company affiliation. Where practicable, Contractors occupying collocated space with the Government should identify their work space area with their name and company affiliation.

#### **2.1.4 Business Relations**

A primary element of project success is the business relationship between the Contractor and Government representatives. Within this context the Government will monitor the Contractor's contribution to business relations and provide feedback when required. The Contractor shall make every effort to establish and maintain clear and constant communication channels with the Government primaries (CO, COR, and other identified Government representatives) of the contract/order for the purpose of:

- Promptly identifying PWS and/or business relationship issues of controversy and the bilateral development and implementation of corrective action plans.
- Ensuring the professional and ethical behavior of Contractor personnel.
- Maintaining effective and responsive subcontractor management (if applicable).
- Ensuring the contractor support team is fully aware and engaged in strengthening the interdependency that exists between the Contractors and their Government counterparts.
- Facilitating contractor–Government collaboration for continuous improvement in performing PWS tasks, reducing risks and costs, and meeting the mission needs.

#### **2.1.5 Contractor Response**

The Contractor shall ensure prompt response to Government inquiries, requests for information or requests for contractual actions.

#### **2.1.6 Professional Appearance**

Contractor personnel shall present a neat and professional appearance appropriate to the work being performed at all times when interacting with



Government representatives, working in Government facilities, or representing the Government at meetings or before third parties.

### **2.1.7 Senior Contract Manpower Equivalent (CME) General Qualifications/Attributes Requirements**

- Broad knowledge and experience with organic depot maintenance as a large-scale, industrial mission located at various military installations (i.e. Complexes)
  - Requires knowledge of depot management policies, procedures, organization and information systems
  - Requires knowledge of industrial workload planning, capabilities, capacities, and associated manpower productivity metrics (i.e. efficiency, yield, etc.)
  - Requires knowledge of budgetary and financial processes, i.e. revenue, expenses, investment, depreciation, etc. (Working Capital Fund (WCF) most preferred)
- Knowledge and ability to accurately and independently conduct Depot Maintenance planning, analysis and studies (on such topics as facilities, equipment, workload, and capacity) at the Complex and Center level, addressing multi-faceted issues, draw conclusions, and recommend solutions or courses of actions to leadership
- Knowledge, experience, and ability to design, develop, and present internal and external briefings and reports; possess strong knowledge and capability in the use of personal computers to produce visual aids, briefing charts, and reports using standard software applications; ability to complete data entry functions, integrate information into required reports, and establish and manage databases
- Knowledge and ability to prepare government correspondence using standard guidance (i.e. Tongue & Quill), staffing processes, and document templates, quickly respond to internal/external inquiries, taskers, and data calls; ability to schedule meetings as well as capture and publish meeting minutes with proper action item assignment, and track/report action item status in support of assigned projects/programs
- Knowledge and ability to communicate orally and in writing; ability to summarize and present information to leadership in various working groups and decision forums
- Knowledge and ability to utilize government computer and software resources to develop and maintain solutions that automate processes, improve accuracy, reduce turn-around time, and facilitate communication between AFSC staff/leadership, the Complexes, and higher headquarters as necessary
- Advanced education/degree (bachelor's or higher) consistent with position duties

### **2.1.8 CME General Qualifications/Attributes Requirements**

- Information Assurance Certification is a condition of employment. This position includes information assurance (IA) work as a paramount duty

requirement. The incumbent of this position must have or obtain a certification that meets the Information Assurance Technology (IAT) Level II, Security +, requirement within one month of assignment of these duties. Failure to receive IA certification may result in removal from this position.

- The Contractor employee shall have a minimum of five (5) to ten (10) years of information technology and computer management (IT Specialist) knowledge and experience to support the following PWS paragraphs. The Contractor employee candidates without the minimum of five (5) years' experience will be considered if they have an Associate's degree in information technology or computer management and their Security + certification completed.
- Quickly respond to internal/external inquiries, taskers, and data calls; ability to schedule meetings as well as capture and publish meeting minutes with proper action item assignment, and track/report action item status in support of assigned projects/programs
- Knowledge and ability to communicate orally and in writing; ability to summarize and present information to leadership in various working groups and decision forums
- Broad knowledge and experience with organic Depot Maintenance as a large-scale, industrial mission located at various military installations (i.e. Complexes)
- Be able to assist in conduct Depot Maintenance planning, analysis and studies at the Complex and Center level, addressing multi-faceted issues, draw conclusions, and recommend solutions or courses of actions to leadership
- Knowledge, experience, and ability to design, develop, and present internal and external briefings and reports; possess strong knowledge and capability in the use of personal computers to produce visual aids, briefing charts, and reports using standard software applications; ability to complete data entry functions, integrate information into required reports, and establish and manage databases
- Knowledge and ability to prepare government correspondence using standard guidance (i.e. Tongue & Quill), staffing processes, and document templates, quickly respond to internal/external inquiries, taskers, data calls, etc.; ability to schedule meetings as well as capture and publish

meeting minutes with proper action item assignment, and track/report action item status in support of assigned projects/programs

- Knowledge and ability to communicate orally and in writing; ability to summarize and present information to leadership in various working groups and decision forums
- Knowledge and ability to utilize government computer and software resources such as Microsoft Office to develop and maintain solutions that automate processes, improve accuracy, reduce turn-around time, and facilitate communication between AFSC staff/leadership, the Complexes, and higher headquarters as necessary
- Ability to assist with strategic and ad-hoc analysis, respond to short notice inquiries, etc. as required, and shall also support special projects and analysis as required.

## **2.2 General Meeting Requirements**

The Contractor shall participate in the following meetings. Nothing discussed in any meetings or discussions between the Government and the Contractor shall be construed as adding, deleting, or modifying the contractual agreement without written authorization from the CO.

### ***2.2.1 Initial Business/Kickoff Meeting***

Within 15 business days following the contract/order award (or other time mutually agreed between the parties), the contractor shall meet with the GSA CO, GSA COR, and other identified Government representatives to ensure a common understanding of the requirements, goals, expectations, end products, and objectives of the contract/order. The Contractor shall discuss the overall understanding of the project and review the background information and materials provided by the Government. Discussions will also include the scope of work, deliverables to be produced, how the efforts will be organized and project conducted; assumptions made/expected end results. A concerted effort shall be made to gain a thorough understanding of the Government expectations. However, nothing discussed in this or in any subsequent meetings or discussions between the Government and the Contractor shall be construed as adding, deleting, or modifying any contract/order requirements, including deliverable specifications and due dates. The Contractor shall also address the status of any issues that will affect Contractor start-up/ramp-up toward achieving full service/support capability. The Contractor will be responsible for taking minutes of this meeting.

## **2.2.2 *Ad hoc Technical / Work Status***

The Contractor shall, if requested by the Government, participate in monthly status meetings or ad hoc technical meetings at a mutually agreeable time and place to discuss tasking, work progress, technical problems, performance issues, or other technical matters. During these meetings the Contractor shall at least provide accomplishments, problems and issues, and planned actions. The Contractor shall take minutes of these meetings and include them in the Monthly Status Report. These meetings will occur at a time and place mutually agreed upon by the parties.

## **2.2.3 *Contract Administration Meetings***

The CO may require the authorized contractor representative to meet or participate in a teleconference with authorized Government personnel as often as deemed necessary to discuss performance or administrative issues. The Contractor may also request a meeting with the CO when deemed necessary. The content of meetings shall be documented in writing, as agreed between the parties. Minutes shall be approved by both parties and shall be included in the Government contract file.

## **2.3 *Program/Project Management***

### **2.3.1 *General Program/Project Management Requirements***

The Contractor shall be solely responsible for managing the work performed in the execution of the contract/order. This includes the responsibility to:

- Assign appropriate resources to each task.
- Maintain clear organizational lines of authority.
- Ensure effective task management and administration, following the requirements set forth in the PWS.
- Maintain the personnel, organization, and administrative control necessary to ensure that the work delivered meets the specification requirements.
- Establish and use proven policies, processes, analyses, and best practices.
- The Contractor shall be fully responsible for management, control, and performance of any subcontractor used in support of the contract/order. Use of a subcontractor on the Contractor's team shall not relieve the prime Contractor of responsibility nor accountability in the execution of the contract/order

Additionally, the Contractor shall:

- Bring problems or potential problems affecting performance to the attention of the CO as soon as possible.

- Notify the COR, CO, and other identified Government representatives immediately of any projected, anticipated, or known delays that may impede contactor performance.
- When requested, deliver written reports to the CO to memorialize all verbal reports.
- Provide, in writing, the results of all meetings in which proposals are put forth that have the potential for affecting and/or changing contract agreements, requirements or conditions, and these shall be brought to the attention of the CO.

### **2.3.2 Phase-In Support**

The Contractor shall provide phase-in support in accordance with the phase-in plan as required per PWS paragraph 4.7.

### **2.3.3 Phase-Out Support**

The Contractor shall provide phase-out support in accordance with the phase-out plan as required per PWS paragraph 4.8.

## **2.4 Depot Modernization Branch Support Requirements**

### **2.4.1 CME A: CAPITAL INVESTMENT PROGRAM (CIP) & MILCON PROGRAM MANAGEMENT**

#### **Background/Education: Industrial Mgmt; Business/Program Mgmt**

**Duties:** In addition to the General Qualifications/Attributes outlined above, the Contractor shall provide Program Management support to the Capital Investment Program (CIP) by monitoring, tracking, recording, reporting, and analyzing the annual CIP program from fiscal year start through end-of-year close-out. Contractor shall utilize applicable (current and future) policies, tools, and processes involved with “cradle to grave” program management and execution from requirements determination to full operational capability (FOC) and post FOC analysis. Contractor shall also support special projects and analysis as required by AFSC leadership to ensure the CIP results in maximum depot maintenance capability to the ALCs. Contractor shall be proficient in the use of Comprehensive Cost and Requirements System (CCARS).

The Contractor shall provide Program Management support Minor Construction (MC) requirements in the CIP as well as Military Construction (MILCON) Program by reviewing AFSC’s annual requirements, analyzing impacts to current operations, and providing advisory assistance in evaluation, scoring, prioritizing and advocating for projects, as well as shepherding the requirements through AF corporate processes. The Contractor shall be familiar with planning, programming facility maintenance/repair, construction requirements in order to monitor, track and analyze

requirements and program execution from initial submission to MILCON completion and turnover to depot maintenance operations.

## **2.4.2 SENIOR CME B: DEPOT MAINTENANCE TECHNOLOGY ADVISOR AND ROADMAPPING**

### **Background/Education: Engineering & Manufacturing Technology**

**Duties:** In addition to the General Qualifications/Attributes outlined above, the Contractor shall provide expert, multi-disciplinary engineering insight and support with “emerging technologies.” The Contractor shall interface with engineering focal points at the AFSC staff level, Complexes, as well as Air Force Lifecycle Management Center (AFLCMC) and Air Force Research Laboratories (AFRL) in order to gather, evaluate, and justify current and future technology-related requirements and investments. The Contractor employees shall assist AFSC/LG with a broad mix of technology issues and determining the current technology maturity and potential to improve depot maintenance repair/manufacturing processes (i.e. increase throughput, improve quality, reduce costs/environmental impacts, and reduce worker exposure to hazardous elements and environments.) The Contractor shall have strong awareness of industry/commercial trends, best-practices and provide advisory assistance/studies resulting in documentation to support AFSC/LG in road-mapping industrial capabilities (by product line) in support of the Center’s strategic plans and goals. The Contractor shall develop and recommend strategic roadmaps for future investment and modernization.

## **2.4.3 SENIOR CME C: ORGANIC INDUSTRIAL BASE MODERNIZATION ANALYSIS, RESEARCH, AND PLANNING**

### **Background/Education: Industrial Management Analyst / Operations Research & Analysis**

**Duties:** In addition to the General Qualifications/Attributes outlined above, the Contractor shall support strategic analysis, research, and support of the organic industrial modernization and investment initiatives. The Contractor shall collect data, perform analysis, and develop recommendations, policy changes/additions, briefings, and ad-hoc reports for various investments and strategies that improve depot maintenance operations. The Contractor shall research best-practices and latest innovations for industrial modernization and process optimization. The Contractor shall collaborate with Army Corps of Engineers (and their contracted commercial experts) on industrial base modernization to include: evaluating current facility conditions, current state of tooling and equipment, shop sizes/layouts, modeling and simulation of industrial work flows. The Contractor shall assess maintenance, repair, and overhaul operations/ideal process flows in order to build and equip optimal depots. The Contractor shall collaborate with commercial/government experts to capture lessons learned and plans for other

military modernization/re-building efforts to improve/ensure resiliency for future adversarial threats, climate change, and global shifts..

The Contractor shall support 6% depot investment reporting (**as required in US Code Title 10, Section 2476**) by collecting relevant data, conducting analysis, performing calculations, and reporting depot investment to AFSC/FM, AFMC, SAF, and other organizations as required. The Contractor shall comply with applicable Government policy and statutory language which outlines reporting criteria. The contractor may provide recommendations to improve accuracy, standardization, and timeliness of 6% depot investment reporting.

The Contractor shall support depot maintenance capacity analysis and reporting. This shall include data collection, data analysis, and reporting (HQ AFMC, SAF, and DoD) as required in accordance with Depot Capacity and Utilization Measurement Handbook (DoD 4151.18-H). The Contractor shall accomplish required training associated with DoD 4151.18. The Contractor shall conduct ad-hoc analysis, and respond to short notice inquiries as required by AFSC Leadership and DoD/legislative officials. The Contractor may support other initiatives and recommend methodologies to improve leadership visibility into Center-level capacity to accomplish current and future depot maintenance workload projections.

-----**OPTIONAL (2.4.4 ONLY)**-----

#### **2.4.4 CME D: COTS SOFTWARE CONFIGURATION/BUSINESS PROCESS AUTOMATION**

##### **Background/Education: Computer Programming / Software Configuration**

**Duties:** In addition to the General Qualifications/Attributes outlined above, the Contractor shall assist AFSC/LG with organic manufacturing efforts to identify, develop, and implement standard processes and prototype tools to support AFSC's organic manufacturing goals. The Contractor shall manage, sustain, and modify (if necessary) existing tool/functionality to receive and respond to Request for Quotes (RFQ's) from DLA for organic manufacturing support. The tool is currently SharePoint-based and utilizes various forms designed with "InfoPath" software to facilitate data and information exchange between AFSC and DLA. The SharePoint environment is periodically upgraded, and the Contractor shall mitigate impacts to current tool configuration in order to maintain existing functionality. The Contractor shall sustain and modify the tool after migration and ensure compliance with applicable IT policies and processes. The Contractor shall also support other existing automation tools using SharePoint/InfoPath and may propose/develop alternative automated solutions to replace the current SharePoint/InfoPath configuration. This position could be located at one of the Complexes and work virtually/periodically travel/meet with AFSC/LGM at Wright-Patterson AFB. This work could be subsumed/transition to the Maintenance Repair and Overhaul Capability Initiative (MROi) when it becomes operational.

## **2.5 Business Operations Branch**

### **2.5.1 SENIOR CME E: INFRASTRUCTURE AND FACILITIES ADVISOR**

#### **Background/Education: Industrial Mgmt; Business/Program Mgmt**

The Contractor employees shall assist with the space optimization and facility/infrastructure modernization with preparation of program cost, schedule, and performance analysis for assigned programmatic reviews; financial and production data; Staff Assistance Visits; assigned program planning, program facilitation and analysis; meeting, assist with hosting, and preparation of meeting minutes; open and closed action item documentation and management; responding to external program suspense's; program's required "battle rhythm;" and, design, development, and presentation of program briefings and required documentation. The Contractor shall develop and recommend strategic roadmaps for future investment and modernization.

The Contractor shall support the space optimization and facility/infrastructure modernization by reviewing AFSC's requirements, analyzing impacts to current operations, providing advisory assistance in evaluation, scoring, prioritizing and advocating projects, as well as shepherding the requirements through AF corporate processes. The Contractor shall be familiar with planning, programming facility maintenance/repair, construction requirements in order to monitor, track and analyze requirements and program execution from initial submission to completion. The Contractor shall also collect data, perform analysis, and develop recommendations, policy changes/additions, briefings, and ad-hoc reports for various projects to improve operations. The Contractor shall comply with applicable Government policy and statutory language which outlines reporting criteria. The Contractor may provide recommendations to improve accuracy, standardization, and timeliness.

### **2.5.2 CMEF: INFORMATION TECHNOLOGY**

#### **Background/Education: Information technology**

The Contractor employee shall assist with IT Technology and Computer Management in support of the AFSC/LG employees, located in building 70, WPAFB, OH. The Contractor employee shall assist with the Information Technology Equipment Account (ITEC) by performing a AFSC/LG IT inventory, signing out and transferring assets, technical refresh, data calls, spend plans, warranty services, managing a Tracker database, printer supplies and maintenance, reviewing, assessing, and analyzing quotes for purchases, and initiating purchase process via AFWAY.



The Contractor employee shall assist with Unit Software Licenses by managing all AFSC/LG Software Licenses, performing an annual inventory, maintaining accountability for licenses and proof of purchases, data calls, spend plans, reviewing, assessing, and analyzing quotes for purchases, and initiating purchase process via AFWAY. The Contractor employee shall also assist with Wireless Communication Devices (Smart Phones, I-Pads & MiFi's) by managing all wireless communication devices to include maintaining accountability of assets, checking assets out and in, and managing an annual spend plan.

The Contractor employee shall assist with the AFSC/LG Cybersecurity Liaison efforts, performing an annual COMPUSEC Assessment, assisting with account management (NIPR & SIPR), administering accounts, computer management, organizational security groups, reviewing monthly reports for orphaned computers and inactive accounts, organizational distribution lists and Firewall Exemption Request Tool (FERT) requests, and renewals for both computers and telephones. The Contractor employee shall also support the annual TEMPEST assessment, EMSEC computer equipment listing, and EMSEC building drawings.

## **2.6 Depot Processes and Productivity Branch**

### **2.6.1 SENIOR CMEG: DEPOT POLICY AND PROCEDURES WITH EMPHASIS ON LABOR STANDARDS AND WORK MEASUREMENT**

Senior Management Analysts shall have a minimum of ten (10) years or above of management analyst knowledge and experience as defined below.

An advanced education/degree (bachelor's or higher) consistent with position duties is required with a preference of industrial engineering, business management or comparable degree.

The Contractor employees shall assist with the development of standardized processes and procedures implementing Major Command (MAJCOM) DM Policy and Instructions. This may take the form of Manuals, Instructions, Guidance Memorandums, Supplements or other Air Force directed formats. The Contractor employees shall assist with drafting or modifying these governing documents to the programs/projects they are assigned under Government supervision. The Contractor employees shall also assist with implementing improvements to guidance in accordance with Continuous Improvement procedures and monitoring the health of the overall AFSC Depot Maintenance Division guidance. The Contractor employees shall also comply with all rules and higher Headquarters guidance on how to develop, implement, and monitor guidance compliance, document the results, and respond to requests using AF staffing procedures.

The Contractor employee must be experienced in labor standards development, tracking, metrics and policy development. The Contractor employee must also be knowledgeable on the labor classification rules in accordance with the Financial Management Regulation. The contractor employee shall be knowledgeable on the attributes of direct labor, and how to manage and control labor productivity, and how to manage labor standard accuracy.

This position requires knowledge of industrial workload planning, capabilities, and associated manpower productivity metrics such as efficiency, yield, and indirect labor. It also requires knowledge of budgetary and financial processes of managing a Working Capital Fund, i.e. revenue, expenses, investment, depreciation, sales prices and profit/loss recovery.

The Contractor employee will make recommendations to problems relating to improvement of management effectiveness, work methods and procedure efficiency and utilization. The Contractor employee shall perform work measurement studies or operations efficiency reviews.

The Contractor employee shall collect data, perform analysis, and develop recommendations, policy changes/additions, briefings, and ad-hoc reports for strategies that improve depot maintenance operations.

### **2.6.2 SENIOR CME H: DEPOT POLICY AND PROCEDURES WITH EMPHASIS ON QUALITY ASSURANCE**

Senior Management Analysts shall have a minimum of ten (10) years or above of management analyst knowledge and experience as defined below.

An advanced education/degree (bachelor's or higher) consistent with position duties is required with a preference of industrial engineering or business management.

The Contractor employees shall assist with the development of standardized processes and procedures implementing Major Command (MAJCOM) DM Policy and Instructions. This may take the form of Manuals, Instructions, Guidance Memorandums, Supplements or other Air Force directed formats. The Contractor employees shall assist with drafting or modifying these governing documents to the programs/projects they are assigned under Government supervision. The Contractor employees shall also assist with implementing improvements to guidance in accordance with Continuous Improvement procedures and monitoring the health of the overall AFSC Depot Maintenance Division guidance. The Contractor employees shall also comply with all rules and higher Headquarters guidance on how to develop, implement, and monitor guidance compliance, document the results, and respond to requests using AF staffing procedures.

The Contractor employee must be experienced in planning and measuring the effectiveness of a Quality Assurance (QA) program. The Contractor employee must be

knowledgeable of the different audit methods, reports and data systems used to track depot maintenance QA. The Contractor employee must be knowledgeable of the various forums to review and improve QA, and have knowledge of the different levels of quality escapes. The Contractor employee must be knowledgeable on the various types of quality assessments.

The Contractor shall collect data, perform analysis, and develop recommendations, policy changes/additions, briefings, and ad-hoc reports for strategies that improve depot maintenance operations.

### **2.6.3 SENIOR CME I REQUIREMENTS REVIEW AND DEPOT DETERMINATION**

Senior Management Analysts shall have a minimum of ten (10) years or above of management analyst knowledge and experience as defined below.

An advanced education/degree (bachelor's or higher) consistent with position duties is required with a preference of business management.

The Contractor employees shall assist with the Requirements Review and Depot Determination (R2D2) process by supporting AFSC Depot Maintenance Division to develop guidance, analyze Customer and ALC inputs, and coordinate the staffing and approval. The Contractor will utilize databases and spreadsheets to evaluate projected workload forecast and assist the Government in reviewing, documenting, analyzing, building, and defending maintenance workload and capability to support funded customer requirements. The Contractor employees shall also assist AFSC Depot Maintenance Division personnel in evaluating execution year performance to inform out-year planning. The Contractor employees shall assist in supporting R2D2 execution with DM performance metrics in such venues as the AFSC Corporate Board, AFLCMC Product Support Integration Council (PSIC) and Product Support Steering Board (PSSB).

This position requires knowledge of industrial workload planning, capabilities, and associated manpower productivity metrics such as efficiency, yield and indirect labor. It also requires knowledge of budgetary and financial processes of managing a Working Capital Fund, i.e. revenue, expenses, investment, depreciation, sales prices and profit/loss recovery.

### **2.6.4 CME J: ORGANIC INDUSTRIAL BASE DATA SYSTEM FUNCTIONAL MANAGEMENT OFFICE**

This position requires a minimum of five (5) years of management analyst knowledge and experience as defined below.

A college degree is required in mathematics, statistics, or a business or management discipline such as business administration, information technology, management information systems, accounting, finance or economics.

In addition to meeting all the general qualifications/attributes, the Contractor employees shall support DM information systems by providing Functional Advocate (FA) assistance. This assistance includes interface with key stakeholders, identify and evaluate system requirements and enhancements, assist in the preparation of Change Requests (CRs). The Contractor employees shall typically chair the Functional Review Boards, Technical Interchange Meetings, Program Management Reviews and other requisite system management meetings. The Contractor employees shall establish, review, analyze, implement and support the Government in the oversight of legacy system enhancements. The Contractor employees shall provide support for implementing, training and maintaining a cooperative working relationship with the information systems Program Management and development/engineering office and the functional users at the Complexes. The Contractor employees shall support future system development and support the AFSC Enterprise Requirements Board (ERB) for requirements in the validation and decision phase of the Change Control Process (CCP). The Contractor employee shall participate in and provide expertise to the Tier 1 - ERB and Tier 2-3 (if required) for discussion and approval of requirements.

The critical DM applications include, but are not limited to:

- Depot Maintenance Accounting and Production Systems (DMAPS), Time and Attendance System and the Integration Engine Cost Production Planning Module.
- Depot Maintenance System Integration (DMSI), Q302 (Depot Maintenance Consolidated Operational Data Base), G097 Programmed Depot Maintenance Scheduling System, G337 Inventory Tracking System, and E046B AFMC Labor Standards Data System

### **2.6.5 CME K: DEPOT POLICY AND PROCEDURES WITH EMPHASIS ON WORK CONTROL DOCUMENTS**

This position requires a minimum of five (5) years of management analyst knowledge and experience as defined below.

A college degree is required in mathematics, statistics, or a business or management discipline such as business administration, accounting, finance, economics, or management information technology.

In addition to meeting all the general qualifications/attributes, the Contractor employees shall assist with the development of standardized processes and procedures implementing Major Command (MAJCOM) DM Policy and Instructions. This will take

the form of Manuals, Instructions, Guidance Memorandums, Supplements or other Air Force directed formats. The Contractor employees shall assist with drafting or modifying these governing documents to the programs/projects they are assigned under Government supervision. The Contractor employees shall also comply with all rules and higher Headquarters guidance on how to develop, implement, and monitor guidance compliance, document the results, and respond to requests using AF staffing procedures.

The Contractor shall collect data, perform analysis, and develop recommendations, policy changes/additions, briefings, and ad-hoc reports for strategies that improve depot maintenance operations.

#### **2.6.6 CME L: DEPOT CORPORATE BOARD METRICS**

This position requires a minimum of five (5) years of management analyst knowledge and experience as defined below.

A college degree is required in mathematics, statistics, or a business or management discipline such as business administration, accounting, finance, economics, or management information technology.

In addition to meeting all the general qualifications/attributes, the Contractor employees shall assist with the monthly Depot Maintenance Corporate Board by accessing and using existing information and data to track, analyze and present Depot Maintenance operational effectiveness in areas such as Production Hours, Manpower and Yield to the most senior leaders in AFSC. The Contractor employees shall provide recurring and ad-hoc data analysis in intervals required by the Government. The Contractor employees shall review, analyze, validate and report metrics to assist in determination of effective support to its customers.

The Contractor employees shall assist with the preparation of program cost, schedule, and performance analysis, may participate in Staff Assistance Visits; preparation of meeting minutes; responding to external program suspense's; development, and presentation of briefings

This position requires knowledge of industrial workload planning, capabilities, and associated manpower productivity metrics such as efficiency, yield and indirect labor. It also requires knowledge of budgetary and financial processes of managing a Working Capital Fund, i.e. revenue, expenses, investment, depreciation, sales prices and profit/loss recovery.

The Contractor employee must have knowledge, experience, and the ability to design, develop, and present briefings and reports; possess strong knowledge and capability in the use of computers from various data sources such as SharePoint to produce briefing charts, reports and spreadsheets. Presentations may be presented monthly to AFSC leadership and requires polished verbal presentation skills.

### **3 QUALITY**

Both the Contractor and the Government have responsibilities for providing and ensuring quality services, respectively.

#### **3.1 Contractor Quality Management**

The Contractor shall identify and implement its approach for providing and ensuring quality throughout its solution to meet the requirements of the PWS via the contractor's Quality Management Plan (QMP). The QMP shall describe the application of the appropriate methodology (i.e., quality control and/or quality assurance) for accomplishing performance requirements. The QMP shall describe how the appropriate methodology integrates with the Government's requirements. The Contractor shall make the QMP available to the Government for review upon request and shall obtain acceptance of the QMP by the CO as required. The Contractor shall make appropriate modifications to the QMP (at no additional cost to the Government). The Government has the right to require revisions of the QMP (at no cost to the Government) should the QMP fail to deliver the quality of the services required at any time during performance.

#### **3.2 Performance Based Requirements - Service Delivery Summary**

Performance Standards, Acceptable Quality Levels (AQLs), and Incentives/Disincentives are defined in [PWS Attachment A](#), the Service Delivery Summary (SDS). The SDS criteria will be used to determine if performance requirements are met.

#### **3.3 Government Quality Assurance**

The Government will perform periodic reviews of the contractor's performance in accordance with the Government's Quality Assurance Surveillance Plan (QASP). The Government reserves the right to review services to be provided, including those developed or performed at the contractor's facilities, to determine conformity with performance and technical requirements.

### **4 DELIVERABLES**

#### **4.1 Contractor Submission**

Deliverables are to be transmitted with a cover letter, on the prime contractor's letterhead, describing the contents, electronically through GSA's web-based procurement system, as required, and to any other destination(s) as required per the Government's request. The contractor shall provide hard copy deliverables as

required per the Government's request. All deliverables shall be produced using software tools/versions as approved by the Government.

#### **4.2 Government Review**

Government personnel will have 10 business days to review deliverables (to include resubmissions) and provide written acceptance/rejection. Authorized Government representatives will notify the contractor of deliverable acceptance or provide comments in writing. The Contractor shall incorporate Government comments, or provide rationale for not doing so within 5 business days of receipt of comments. Government acceptance of the final deliverable will be based on resolution of Government comments or acceptance of rationale for non-inclusion. Additional changes volunteered by the Contractor will be considered a resubmission of the deliverable.

##### **4.2.1 Government Delays in Reviewing Deliverables or Furnishing Items**

If Contractor performance or submission of deliverables is contingent upon receipt of Government furnished items (data, equipment, materials, facilities, and support) or input, or upon Government review and approval of interim items or draft documents (collectively referred to as Government Performance), the Government shall specify, if not already specified within this PWS, when it will provide such items or input, or the time it will need to perform reviews or give approvals. If the Government fails to meet item, input, review, or approval deadlines, Contractor performance or submission of deliverables shall automatically be extended one business day for each day of government delay. The Contractor shall promptly advise the Contracting Officer of any delays in receipt of Government furnished items, input, reviews, or approvals.

#### **4.3 Deliverable Table**

The contractor shall deliver the deliverables listed in the following table on the dates specified.

<b>DEL. #</b>	<b>MILESTONE or DELIVERABLE</b>	<b>PWS REF.</b>	<b>COMPLETION or DELIVERY DATE</b>
1	Kick-Off Meeting	2.2.1	NLT 15 business days after contract/order award
2	Kick-Off Meeting Minutes	2.2.1	NLT 5 business days after the meeting
3	Monthly Status Report (MSR)	4.4	15 <sup>th</sup> calendar day of the month following the monthly reporting period
4	Monthly Invoice	4.5	15 <sup>th</sup> calendar day of the month

			following the monthly reporting period
5	Trip Report(s)	4.6	Within 10 business days following completion of each trip
6	QMP	3.1	5 business days after Government request
7	Phase-In Plan	4.7	Draft due with solicitation response; final due 10 business days after receipt of Government comments
8	Phase-Out Plan	4.8	120 calendar days prior to contract/order end date
9	Government Furnished Item (GFI) Inventory	7.2.4	NLT 3 business days after GFI receipt
10	Non-Disclosure Agreement	8.1	Prior to assignment to contract/order

#### **4.4 Monthly Invoice**

The Contractor shall provide a monthly invoice, no later than the 15<sup>th</sup> calendar day of the month following the monthly reporting period, to be submitted simultaneously with the MSR. As applicable, the invoice shall include but is not limited to:

- Clear identification of all costs.
- Timecards. As required, the Contractor shall provide a copy of each employee's timecard/sheet. The timesheet shall identify the Contractor employee name and number of hours claimed per day.
- Travel costs.
- Supporting documentation for travel costs. Refer to PWS 5.3 for specific requirements.
- Other Direct Costs, as required.
- Supporting documentation for other direct costs. Refer to PWS 9.6 for specific requirements.
- As required, the Contractor shall comply with line item (i.e., per individual positions, different programs, program areas, etc.) invoicing requests.

#### **4.5 Monthly Status Report**

The Contractor shall provide a MSR, no later than the 15<sup>th</sup> calendar day of the month following the monthly reporting period, to be submitted simultaneously with the monthly invoice. The MSR shall include, but is not limited to, the items identified below.

- Status of tasks, schedules, deliverables. Status of tasks shall include a summary description and schedule of all tasks completed during the reporting



- period, all tasks currently on-going during the reporting period and all known tasks assigned for future reporting periods.
- Resource hours and costs against Government defined tasks to support accurate project cost accounting using Government formats and tools.
  - Current and cumulative task funding status (direct labor, travel, and other direct cost funding status to be reported separately, as required).
  - Outstanding issues, and proposed resolution approaches and actions to resolve any outstanding issues.
  - Staffing report identifying current staffing roster, all current vacancies, and a record of all staffing departures.

#### **4.6 Trip Report**

For all long-distance travel, the Contractor shall submit Trip Reports after completion of a trip. The Contractor shall reconcile the Trip Reports with each invoice such that they can be matched month by month. The Trip Report shall include the following information:

- Personnel who traveled.
- Dates of travel.
- Destination(s).
- Purpose of trip (be specific).
- Actual trip costs.
- Approval Authority (copy of the e-mail authorizing travel by the identified Government representative).
- Summary of trip events and accomplishments.

#### **4.7 Phase-In Plan**

The Contractor may or may not propose a separately priced transition period, for a duration to be determined and proposed by the contractor, but shall not exceed a period of 30 calendar days. The transition period is defined as the period of time (during the phase-in) when the new Contractor and the incumbent Contractor will both be providing support to the client as required to support the transition to the newly awarded contract/order. If the Contractor chooses to propose a transition period, such period shall be included and addressed within the below identified phase-in plan.

The Contractor shall develop a phase-in plan. The phase-in plan shall present a clear understanding of the phase-in tasks required, the issues likely to result from non-incumbent contractor performance, and the contractor's proposal to resolve such issues. The phase-in plan shall include a clear and feasible strategy for delivering services required within the periods specified by the plan and shall include a detailed plan-of-action and milestones to transition the functions identified in this PWS in a well-planned, orderly, and efficient manner. The phase-in plan shall include, at a minimum:

- Staffing plan.
- Development and submission of required deliverables.
- Interface with the Government and incumbent Contractor (if applicable) during phase-in, to include meetings or status reports, as required.
- Approach to maintaining quality and minimizing disruption during phase-in.
- Development and dissemination of operating instructions, procedures, and control directives.

#### **4.8 Phase-Out Plan**

During phase-out of the contract/order, which is determined to be a period of 30 calendar days prior to the lifecycle end date of the contract/order, a smooth and orderly transition between the incumbent contractor and the successor contractor is necessary to ensure a minimum disruption to vital Government business. The Contractor shall cooperate to the extent required to permit an orderly changeover to the successor Contractor. The phase-out will be deemed completed by the COR and/or other identified Government representatives when it is determined by the Government that the transition of property, data, and information developed as a part of the contract/order have been successfully changed over from the outgoing Contractor to the Government and the successor Contractor as required. Phase-out activities include, but are not limited to, the tasks below:

- Submission of official comprehensive phase-out plan.
- Daily communication of staffing status (i.e. projection of when incumbent Contractor employees will off-board from the incumbent contract/order and identification of additional incumbent resources, such as a transition team, that may be needed to support the transition efforts) and overall phase out status, in accordance with the accepted phase-out plan.
- Maintain the phase out schedule included within the phase-out plan.
- Transition of property.
- Transition of supporting documentation.
- Transition of accounts (e.g. user accounts and user access).
- Knowledge transfer on the established installation, operation, and maintenance procedures of the technologies supported. The phase out plan shall clearly describe the proposed methodologies to be utilized for such transfer (e.g., written documentation, manuals, formal classroom type training, one-on-one training sessions, etc.).
- Execution and submission of phase out checklist, to include Government acceptance.

## **5 PERFORMANCE**

### **5.1 Period of Performance**

The anticipated period of performance(s) is/are identified below.

- Base Period: 28 Mar 2020 through 27 Mar 2021
- Option Period 1: 28 Mar 2021 through 27 Mar 2022
- Option Period 2: 28 Mar 2022 through 27 Mar 2023
- Option Period 3: 28 Mar 2023 through 27 Mar 2024
- Option Period 4: 28 Mar 2024 through 27 Mar 2025

## **5.2 Place of Performance**

The primary place of performance is identified in the table below.

<b>PWS Task</b>	<b>Government or contractor Facilities</b>	<b>Government Location</b>
2.1	Government	WPAFB
2.2	Government	WPAFB
2.3	Government	WPAFB
2.4	Government	WPAFB
2.5	Government	WPAFB
2.6	Government	WPAFB

### **5.2.1 Applicability of Telework**

All work performed at locations other than those identified as Government and/or contractor facilities shall be approved prior to performing the work. Federal contractors are not governed by Office of Personnel Management (OPM), GSA, or the individual agency policies; however, this does not prohibit Contractor personnel from actually working at an alternate site, when/as appropriate and specifically authorized by the Government. The Contractor shall develop telework policies to comply with the following requirements and address such requirements at a generic level within their QMP. Alternate work arrangements for Contractors shall be negotiated with the Contractor's own employer and the appropriate agency official, to ensure policies and procedures are in close alignment and there is a clear and concise arrangement documenting the agreement. It remains the Contractor's responsibility to ensure the services are performed in accordance with the terms and conditions of the contract/order.

- The Contractor shall address the pertinent facts impacting performance and ensure all affected contractor resumes and other related documentation reflects the applicable work site. The Contractor shall provide justification to the Government when identifying and submitting an individual as a telecommuter and address implementation processes and procedures within the QMP. The Contractor shall be responsible for ensuring the Government has the required access/details necessary for the Government to perform quality assurance responsibilities.

- The Contractor shall comply with all agency security telework policies. The Contractor shall ensure all services provided from an alternate site comply with the Federal Information Security Management Act of 2002 (FISMA) and address the following, as a minimum:
  - Controlling access to agency information and information systems;
  - Protecting agency information (including personally identifiable information) and information systems;
  - Limiting the introduction of vulnerabilities;
  - Protecting information systems not under the control of the agency that are used for teleworking;
  - Safeguarding wireless and other telecommunications capabilities that are used for teleworking; and
  - Preventing inappropriate use of official time or resources that violates subpart G of the Standards of Ethical Conduct for Employees of the Executive Branch by viewing, downloading, or exchanging pornography, including child pornography.

### **5.2.2 Performance at Contractor Facilities**

Work performed at Contractor facilities shall be performed according to the Contractor's standard commercial practice; however, the Contractor representatives at these facilities must be available for interaction with Government employees during the core hours identified in the paragraph entitled "Normal Business Day", with the exception of Government designated holidays or facility closures.

### **5.2.3 Unplanned Government Facility Closures**

In the event of unplanned closure of the Government facility for any reason (e.g. natural disasters, Government shut-down, or severe weather) the Contractor shall make its best effort to mitigate loss of work time. If Contractor employees are working on the Government installation, this may be done by moving employees to an off-site location. If performance under this contract/order is not possible, the Contractor shall take steps to assign employees to other projects on a temporary basis or place them in leave status to minimize non-productive costs to the Government under this contract/order. Additional instructions may be provided by the Contracting Officer on a case-by-case basis. Disagreements between the parties resulting from closures shall be settled through negotiations to the maximum extent possible or shall otherwise be settled pursuant to the provisions of the Disputes provisions of this contract/order.

All services to be performed under this contract/order have been determined to be non-essential for performance during a closure. Should the Government facility be closed, the Contractor shall be notified by either the Contracting Officer, COR, or a local television or radio station. The Contractor is responsible for notifying its employees about Government closures. Contractor employees

are not to report to the Government facility if it is closed and will adhere to delays, unless otherwise specifically instructed otherwise by the CO or COR.

### **5.3 Travel**

Travel must be coordinated and authorized by the CO, the COR, and/or other identified Government representatives prior to incurring costs. Contractor costs for travel will be reimbursed in accordance with FAR 31.205-46, in arrears. The travel costs shall be reasonable and allowable as defined in FAR 31.201 and in accordance with the limitations of the JTR.

The Contractor shall invoice monthly on the basis of cost incurred. The Contractor must provide documentation in support of all travel expenses. The Contractor will not be reimbursed for local travel (within a 50-mile radius of the Government/Contractor's facility) or commuter travel (commute from home to work site).

Invoice submissions including travel costs shall include completed travel expense sheets (i.e., travel voucher) for each trip and each employee who traveled. The travel expense report, receipts of \$75 or more (with exceptions being lodging and transportation), and supporting documentation (e.g., approval email for exceeding per-diem rates, cost comparisons, etc.) shall be submitted with the invoice. Expense report(s) must include the traveler's name, dates of travel, destination, purpose of travel, Approval Authority documentation (e.g., copy of the e-mail authorizing travel by Government official), and cost for each trip. All travel costs shall be compiled into the Government provided travel expense sheet ([PWS Attachment B](#)) or similar document that has been determined to be acceptable by the Government. The entire submission shall be complete and organized to enable the Government to complete an efficient review. Submissions that are not complete and organized are subject to rejection.

### **5.4 Hours of Work**

#### ***5.4.1 Standard Duty Hours Support***

The Contractor shall provide standard duty hours support as defined below.

##### **5.4.1.1 Normal Business Day - (work hour category A)**

A standard normal business day is defined as any 8 hours of productive labor which must include the Core Business hours of 0900 through 1500 PM local time, Monday through Friday, excluding Federal Holidays. Exceptions may be required and shall be coordinated with the COR and/or other identified Government representatives, to include short-term or long-term requirements for staggered business days.

## **5.4.2 Non-Standard Duty Hours Support**

The Contractor shall provide for scheduled (planned work hours) and unscheduled (other than planned work hours), non-standard duty hours support as required. The Contractor shall identify a primary and alternate point of contact for non-standard, unscheduled duty hours requirements. To ensure the applicable labor hours allocations are not exceeded (typically 40 hours per week), labor hours expended in support of non-standard duty hours requirements shall be offset by reducing the number of standard duty work hours by an equivalent number within an off-set time period that doesn't impact the contractor's ability to complete the contract/order requirements. The Contractor shall not place restrictive limitations on the off-set time period.

### **5.4.2.1 Scheduled (work hour category D)**

Scheduled non-standard duty hours support shall be coordinated with the authorized Government point of contact and the Contractor's designated point of contact. The Government may request non-standard duty hour support (fiscal year close-out periods, deployment/release periods, and peak operational periods). Scheduled non-standard duty hour support may also be required to support a short term surge in requirements.

### **5.4.2.2 Unscheduled (work hour category E)**

The Government may also request that the Contractor provide un-scheduled (e.g., emergency technical support), non-standard duty hours support. The Contractor shall respond within 15 minutes of notification. When off-site support can resolve the issue, the Contractor's personnel shall begin immediately upon notification. The Contractor shall assess the cause, determine the scope of the problem, advise the appropriate Government organization, provide an estimated restoration time, and identify and implement action for problem resolution. When required, on-site support shall begin within one hour of notification to the Contractor's designated individual. This unscheduled support may include:

- Remote telephone support with the Government staff and/or customers.
- Remote support on Government Furnished Equipment (GFE). Contractor personnel may be equipped with GFE that enables remote access/log-on. The Government will not incur any costs associated with home-based WiFi or LAN access to the Internet.
- Onsite support.

## **5.5 Limitations on Contractor Performance**

The Contractor shall NOT perform the following functions in connection with the services provided under the contract/order.

- Approve, decide, or sign as a Contracting Officer;
- Negotiate with Government suppliers;
- Accept or reject supplies or services;
- Determine acquisition, disposition, or disposal of Government property;
- Direct other contractor or Government personnel;
- Determine cost reasonableness, allowability, or allocability;
- Vote on a source selection board;
- Supervise Government personnel;
- Approve Government requirements or plans;
- Determine Government policy.

## **6 PERSONNEL**

### **6.1 General Requirements**

All Contractor personnel shall meet the minimum general requirements listed below.

- All personnel shall be capable of working independently.
- All personnel shall have training and experience that is appropriate for the tasks to which they will be assigned.
- The Contractor shall provide personnel that are capable of conducting themselves in a professional manner and have proper telephone and e-mail etiquette, customer service techniques, and organizational skills.
- Contractor personnel performing in a leadership capacity shall be capable of directing Contractor personnel and interfacing with the Government and customers.
- Ability to communicate applicable technical subject matter expertise to management and others.
- Strong written and oral communication skills in the English language. All Contractor personnel must be able to read, write, speak and understand English.
- Exceptional customer service skills.
- Strong time-management and prioritization skills.
- Broad knowledge and experience with organic depot maintenance as a large scale, industrial mission located at various military installations.

### **6.2 Specific Expertise and Experience**

The Contractor shall provide personnel with the appropriate skill levels. While each individual Contractor employee may not possess expertise and experience in each area below, the Government requires that the overall Contractor staff possess the aggregate skills, expertise, and experience in each of the areas identified to successfully complete all requirements.

- Each Branch has their own specific expertise and experience requirements, see PWS sections 2.4 – 2.6.

### **6.3 Training**

#### **6.3.1 Contractor Staff Training**

The Contractor shall provide fully trained and experienced support staff. Contractor personnel are required to possess the skills necessary to support the minimum requirements of the labor category under which they are performing. Training of Contractor personnel shall be performed at the contractor's expense, except when the Government changes the requirements during performance of an on-going task and it is determined to be in the best interest of the Government. This will be negotiated on a case-by-case basis. Training at Government expense will not be authorized for replacement personnel or for the purpose of keeping Contractor personnel abreast of advances in the state-of-the-art, or for training contractor personnel on equipment, computer languages, and computer operating systems that are available in the commercial market.

#### **6.3.2 Mandatory Government Training**

Mandatory Government training shall be tracked and monitored by the Contractor. All required courses must be completed by the required dates by all Contractor personnel. Mandatory Government training classes may be completed during work hours. It is the intent of the Government to provide 30 calendar days written notice of annual training requirements to the designated Contractor representative. The designated Contractor representative will be responsible for notifying subordinate Contractor personnel. In the event the Contractor does not receive a 30 calendar day notice, the Contractor is still required to complete the training by the specified required date(s).

### **6.4 Key Positions / Key Personnel**

Key personnel are personnel proposed to perform in key positions. Key positions are those deemed essential for successful contractor accomplishment of the work to be performed. The following positions will be considered to be key positions, as identified by the Government, under the contract/task order:

<b>Key Positions / Personnel</b>		
Senior CME	2.4.2B	Depot Maintenance Technology Advisor and Roadmapping
Senior CME	2.4.3C	Organic Industrial Base Modernization Analysis, Research, and Planning
Senior CME	2.5.1E	Infrastructure and Facilities Advisor
Senior CME	2.6.1G	Depot Policy and Procedures with Emphasis on Labor Standards and Work Measurement
Senior CME	2.6.2H	Depot Policy and Procedures with Emphasis on Quality Assurance
Senior CME	2.6.3I	Requirements Review and Depot Determination



Furthermore, the Contractor is responsible for identifying key positions beyond those identified above, as applicable; within the Contractor's respective proposed staffing plan (i.e. Contractor identified key positions above and beyond the Government's identified requirements).

#### **6.5 Personnel Retention and Recruitment**

Government review and acceptance is required for all resumes of personnel proposed to support labor hour requirements and key personnel proposed to support all firm fixed priced requirements. The Contractor shall make every effort to retain personnel in order to ensure continuity until contract/order completion. If it should become necessary to substitute or replace personnel, the Contractor shall immediately notify the COR and/or other identified Government representatives in writing of any potential vacancies and shall submit the resume(s) of replacement personnel within 14 calendar days of the notification. Additionally, for all new positions identified by the Government, the Contractor shall submit the resume(s) of proposed personnel within 14 business days of the Government's initial request. The Contractor shall submit the resume(s) of all potential personnel selected to perform under the contract/order to the COR and/or other identified Government representatives through GSA's web-based procurement system, or any other process means identified/required, for Government review and acceptance/rejection. Upon Government acceptance of a personnel resume(s), the candidate shall be available to begin performance within 14 business days. The Contractor shall ensure continuity of operations during periods of personnel turnover and long-term absences. Long-term absences are considered those longer than one week in duration.

### **7 GOVERNMENT FURNISHED PROPERTY/INFORMATION/ACCESS**

#### **7.1 General**

The Government shall provide, without cost, the facilities, equipment, materials and services listed below. The Government furnished property and services provided as part of the contract/order shall be used only by the Contractor only to perform under the contract/order. No expectation of personal privacy or ownership using any Government electronic information or communication equipment shall be expected. All property at Government work sites, except for Contractor personal items will be assumed to be Government property unless an inventory of Contractor property is submitted and approved by the CO/COR. Contractor personal items do not include computers, external drives, software, printers, and/or other office equipment (e.g., chairs, desks, file cabinets). The Contractor shall maintain an accurate inventory of Government furnished property.

#### **7.2 Property**

### **7.2.1 Facilities**

The Government will provide facilities at the authorized primary work locations as specified in PWS paragraph 5.2. Use of the facilities by Contractor personnel will include all utilities, telephone, janitorial services and furniture for Contractor personnel performing tasks. The Government will provide the Contractor access to buildings as required, subject to the Contractor personnel obtaining the required clearances and approvals.

### **7.2.2 Equipment at Authorized On-Site Government Work Locations**

The Government will provide the following at authorized on-site Government work locations:

- A suitable work environment (i.e., telephone, office space and furniture). Office space may include a private or shared cubicle, hoteling space (space reserved for temporary use), or other such space suitable for the work required.
- A personal desktop computer or laptop and auxiliary hardware and software required in the performance of the contract/order.
- Network connectivity required to perform work assignments. Network and computer access rights commensurate with work assignments.
- The Government will replace items that are determined to be beyond economical repair by the COR and/or other identified Government representatives unless damage or loss is determined to be due to Contractor negligence.

### **7.2.3 Materials**

The Government will furnish basic reference manuals, and any revisions, updates, and changes thereto for use by the Contractor necessary to perform work assignments under the contract/order.

### **7.2.4 Validation of Government Furnished Items (GFI) and Equipment Inventory**

The Contractor shall develop and maintain a complete GFI inventory that shall be made available to the Government upon request. Within three (3) business days of receipt of any GFI, the Contractor shall validate the accuracy of the materials and notify the COR and/or other identified Government representatives, in writing, of any discrepancies, and update the GFI inventory list.

NOTE: Validation shall consist of the Contractor checking for physical and logical completeness and accuracy. Physical completeness and accuracy shall be determined when all materials defined as Government furnished are provided. Logical completeness and accuracy shall be determined when all materials

defined and associated with a program, system, or work package are provided.

### **7.3 Use of Government Property**

#### ***7.3.1 Desk Telephones***

Government telephones are provided for use in conducting official business. Contractor personnel are permitted to make calls that are considered necessary and in the interest of the Government. The Contractor shall follow the same policies as Government personnel for telephone usage.

#### ***7.3.2 Mobile/Wireless Telephones and Smart Devices***

Government issued mobile/wireless telephone and smart devices may be assigned to Contractor personnel when the Government determines it is in the Government's best interest. Contractor personnel are prohibited from using any Government issued device for personal use.

#### ***7.3.3 Electronic Mail (E-mail)***

All Government e-mail access and use by Contractor personnel shall be in support of the individual's official duties and contract/order responsibilities. All information that is created, transmitted, received, obtained, or accessed in any way or captured electronically using Government e-mail systems is the property of the Government. Contractor personnel are prohibited from forwarding e-mail generated from a Government provided e-mail account to personal devices.

#### ***7.3.4 Copiers and Fax Machines***

Copiers are to be used to copy material for official Government business only in the performance of the contract/order. Contractor personnel shall not use fax machines for other than official Government business in the performance of the tasks in the contract/order.

#### ***7.3.5 Computer and Internet***

All Internet and electronic media access accomplished by Contractor personnel (utilizing Government furnished equipment) shall be for official Government business in the performance of the tasks in the contract/order.

#### ***7.3.6 Canvassing, Soliciting, or Selling***

Contractor personnel shall not engage in private activities for personal gain or any other unauthorized purpose while on Government-owned or leased property, nor may Government time or equipment be utilized for these purposes.

### ***7.3.7 Security Violations Using Government Equipment***

Any Contractor violating Government security policies, guidelines, procedures, or requirements while using Government equipment or while accessing the Government network may, without notice, have their computer and network access terminated, be escorted from their work location, and have their physical access to their work location removed at the discretion of the CO/COR. The CO/COR will notify the Contractor of the security violation and request immediate removal of the Contractor employee.

## **8 SECURITY**

### ***8.1 Non-Disclosure Agreements***

Due to the potential sensitive nature of the data and information being worked with on a daily basis, all Contractor personnel supporting the contract/order are required to complete the Government provided non-disclosure agreement/statement ([PWS Attachment C](#)) prior to assignment to the contract/order award to ensure information that is considered sensitive or proprietary is not compromised. Signed non-disclosure statements shall be provided to the COR and/or other identified Government representatives.

### ***8.2 Contractor Badge Requirements***

The Contractor shall ensure all Contractor employees, including Sub-Contractor employees, if applicable, have proper identification credentials prior to entering WPAFB, OH. Contractor employees shall possess a Common Access Card (CAC) in order to perform services for this PWS requirement.

The CAC shall be obtained through the Contractor Verification System (CVS) with the assistance of the Government COR's unit's Trusted Agent (TA). To obtain a CAC, the Contractor shall complete a Defense Department (DD) Form 1172-2, Application for Department of Defense (DoD) CAC/DEERS Enrollment, or other approved form provided by the Government CORs or their TA, for each Contractor employee. The completed CAC application(s) shall then either be hand-carry delivered, or sent via encrypted electronic mail, to the Government CORs. The Government CORs will then forward the CAC request to the unit's TA for processing. The TA will then provide further instructions, via electronic mail, to the Contractor employees to complete CAC processing. Once approved, the Contractor employees shall obtain their CAC from one of the CAC office locations located on WPAFB, OH.

The Contractor shall ensure all Contractor employees utilize the correct contract number when requesting a CAC or Contractor badge. The Contractor shall ensure any Government issued badges to perform services for this PWS will only be used for this PWS requirement. The Contractor shall ensure any Government issued

badges to perform services for this PWS will not be utilized for marketing purposes. All Contractor employees, including Sub-Contractor employees, if applicable, are prohibited from utilizing any Government badges issued for this PWS requirement to conduct marketing efforts, including the use of Government issued computers to solicit or obtain marketing information.

All WPAFB, OH, issued CACs shall be returned by the Contractor per instructions provided by the Government CORs and upon the completion of the contract or upon the resignation or termination of a Contractor employee. All CACs shall be surrendered within ten (10) calendar days. The Contractor shall provide the Tinker Advisory and Assistance Services Program Office (TAASPO), GSA PCO, PM, and Government CORs, a copy of the turn-in receipt within three (3) business days of surrendering the badges. The Contractor employee(s), including Sub-Contractors, if applicable, shall return any other issued Contractor badges to the Government CORs upon their termination or resignation.

### **8.3 OPSEC**

Operations Security (OPSEC) requirements are required in an effort to reduce program vulnerability from successful adversary collection and exploitation of critical information. OPSEC will be applied throughout the contract (basic period of performance and each option year). OPSEC surveys to measure the effectiveness of the OPSEC program will be conducted by the Government. A Critical Information (CI) list will be provided by the Government within the annexes of the Program Protection Plan (PPP). The Contractor shall follow the guidance in the PPP and annexes for protection of Critical Program Information (CPI) identified in the PPP. The Contractor shall, as requested by the Government CORs, provide input to updates of the PPP and associated annexes. Any modifications or deviations to the PPP or annexes will be made in writing by the Government Program Manager (PM). Requests for clarification of the PPP or annexes shall be made by the Contractor to the Government PM not later than thirty (30) days from receipt of the PPP, its annexes, or updates thereof.

The Contractor employees may be required to be responsible for the control and distribution of Controlled Unclassified Information (CUI) (For Official Use Only, Personnel privacy, and other companies' proprietary information).

### **8.4 Reporting Requirements**

The Contractor shall immediately report to an appropriate Government authority any information or circumstances of which they are aware of that may pose a threat to the safety and/or security of DoD personnel, Contractor personnel, resources and classified or controlled unclassified information. The Contractor shall immediately notify the Government Security Manager, the host base Information Protection office and CO of any potential or actual security incident or violation including potential or

actual unauthorized disclosure or compromise of classified and/or controlled unclassified information.

## **9 SPECIAL INSTRUCTIONS**

### **9.1 Contractor Performance Assessment Reporting System (CPARS) Assessment**

Upon request by the Government, the Contractor shall submit a self-evaluation of their performance at least annually utilizing a Government provided template. From time of Government request, the Contractor shall have 7 business days to provide input to the GSA COR. The Contractor self-assessment will then be submitted to the Government client where they will utilize this information to formulate an independent performance evaluation that will be processed through the Contractor Performance Assessment Reporting System. The requirements of the FAR and its supplements as it pertains to CPARS reporting shall be adhered to.

### **9.2 Personal Service**

This is not a "Personal Services" contract as defined by FAR 37.104. Although Contractor personnel who furnish services under the contract/order are subject to Government technical oversight, neither the Government nor a Government authorized third party contractor or representative shall oversee or supervise contractor personnel but shall provide all direction through the contractor's designated representative(s) who is/are solely responsible for supervising and managing Contractor personnel.

### **9.3 Privacy Act**

Work on this project may require that Contractor personnel have access to information which is subject to the Privacy Act of 1974. Personnel shall adhere to the Privacy Act, Title 5 of the U.S. Code, Section 552a and applicable agency rules and regulations when handling this information. Privacy Act information is considered sensitive and appropriate safeguards shall be implemented by the contractor. The Contractor is responsible for ensuring all contractor personnel are briefed on Privacy Act requirements.

### **9.4 Section 508**

Unless otherwise exempt, all services and/or products provided in response to this requirement shall comply with Section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d), and the Architectural and Transportation Barriers Compliance Board Electronic and Information Technology (EIT) Accessibility Standards (36 CFR part 1194).

### **9.5 Close-Out Procedures**

The Contractor is required as a deliverable of the contract/order to provide a final invoice no later than 30 calendar days after the end of the period of performance. Additionally, the Contractor shall provide a Release of Claims no later than 90 calendar days after the end of the period of performance. The contract/order will be modified for closeout.

### **9.6 Other Direct Costs (ODCs)**

The Government may require the Contractor to purchase materials and equipment and ODCs, to include hardware, software, and related supplies critical and related to the services being acquired under the contract/order. Such requirements will be identified at the time the contract/order is issued or may be identified during the course of a contract/order by the Government or the contractor. If the Contractor initiates a purchase within the scope of the contract/order and the prime Contractor has an approved purchasing system, the Contractor shall submit to the GSA COR a Request to Initiate Purchase (RIP) (**PWS Attachment D**). If the prime Contractor is to lose or does not have an approved purchasing system, the Contractor shall submit to the CO a Consent to Purchase (CTP) (**PWS Attachment E**). The RIP and CTP shall include the purpose, specific items, estimated cost, cost comparison, and rationale. The Contractor shall not make any purchases without an approved RIP from the GSA COR or an approved CTP from the CO.

## **10 ATTACHMENTS**

- [Attachment A – Service Delivery Summary](#)
- [Attachment B – Travel Expense Sheet](#)
- [Attachment C – Non-Disclosure Agreement](#)
- [Attachment D – Request to Initiate Purchase \(RIP\)](#)
- [Attachment E – Consent to Purchase \(CTP\)](#)

## **11 GLOSSARY OF ABBREVIATIONS AND ACRONYMS**

A&AS – Advisory and Assistance Services  
AASGO – Achieving AFSC Strategic Goals  
AQL – Acceptable Quality Levels  
CCARS – Comprehensive Cost and Requirements System  
CCP – Change Control Process  
CIP – Capital Investment Program  
CME – Contract manpower equivalent  
CO – Contracting Office  
COR – Contracting Officer's Representative  
CR – Change Requests  
CTP – Consent to Purchase  
DMAPS – Depot Maintenance Accounting and Production Systems  
DMSI – Depot Maintenance System Integration  
EMSEC – Emission Security  
ERB – Enterprise Requirements Board

FA – Functional Advocate  
FERT – Firewall Exemption Request Tool  
FISMA – Federal Information Security Management Act of 2002  
FOC – Full Operational Capability  
IA – Information Assurance  
IAT – Information Assurance Technology  
ITEC – Information Technology Equipment Account  
LOEs – Lines of Effort  
MC – Minor Construction  
MILCON – Military Construction  
MROi – Maintenance Repair and Overhaul Capability Initiative  
ODC – Other Direct Costs  
OIB – Organic Industrial Base  
OPM – Office of Personnel Management  
PSIC – Product Support Integration Council  
PSSB – Product Support Steering board  
QA – Quality Assurance  
QMP – Quality Management Plan  
R2D2 – Requirements Review and Depot Determination  
RFQ – Request for Quotes  
RIP – Request to Initiate Purchase  
SDS – Service Delivery Summary  
TAASPO – Tinker Advisory and Assistance Services Program Office  
WCF – Working Capital Fund